

Course Descriptions



Building Effective Agreements Workshop Effective Communication Skills Facilitator Training Course Influence, Inquiry & Implications Labor Management Relations Managing Change Managing Partnership Realities Managing Performance Measuring Organizational Performance Workshop Mediation Techniques for Conflict Resolution Negotiating Effective Agreements Presentation Techniques Staff Study Fundamentals Strategic Planning Through the Power of Vision Systems Thinking Team Workshop Working Together Effectively using Collaborative Team Processes Writing an Effective Self-Assessment Balanced Scorecard Basic Principles of Interest-Based Bargaining Combating Misinformation Questioning Ethics Improving Work Performance Indicators to Staff Studies Strategic Planning Interest-Based Bargaining Workshop Inquiry & Implications Labor Management Relations Managing Change Managing Partnership Realities Managing Performance Measuring Organizational Performance Workshop Mediation Techniques for Conflict Resolution Negotiating Effective

**Federal Aviation Administration
Center for Management
and Executive Leadership**

Palm Coast, Florida

Center for Management and Executive Leadership

COURSE DESCRIPTIONS

FY 06 scheduled offerings are indicated below in **boldface type**.

Schedule information can be found at www.cmel.faa.gov.

Deliveries for standard or customized offerings can be provided by request through a fee-for-service arrangement.

Please contact **Shepherd Curl** at **(386) 446-7132** for availability.

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COURSE NUMBER: 01179

COURSE TITLE: Building Effective Agreements (BEA)

DESCRIPTION:

This course is designed to provide participants experience in the use of an interest-based negotiation process to enhance organizational relationships. Participants will be enabled to generate agreements that satisfy the interests of each party that are both efficient and durable.

BEA is a three-day course that includes the theory and the model for building effective agreements, as well as a variety of application opportunities. Participants will learn by utilizing an interest-based process to resolve conflicts by progressing through simple interactions to multi-party issues, and then on to more complex scenarios.

The course activities include large and small group discussions, group activities, written exercises, and skill practices. Throughout the application activities, participants will give and receive feedback on their skills.

LEARNING OBJECTIVES:

At the conclusion of this course, participants will acquire the following skills:

1. Demonstrate effective communication skills.
2. Complete a Negotiation Planner.
3. Demonstrate an interest-based process as an effective method of conflict resolution.

TARGET AUDIENCE: Individuals, team members, team leaders, supervisors, and managers with a need for conflict resolution skills

CLASS SIZE: 18 participants

LENGTH: 3 days; 24 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01553

COURSE TITLE: Change Agent Workshop (CA)

DESCRIPTION:

Change Agent is designed for those within your organization or agency who serve as internal consultants. The course provides participants an opportunity to enhance their effectiveness in supporting groups in resolving complex problems and facilitating systemic organizational change. Through classroom simulations, video, and application exercises, participants will practice skills in forming a consulting relationship, working with a customer organization, and terminating the customer relationship when appropriate. The Change Agent course is designed for experienced facilitators who are actively engaged with working groups.

LEARNING OBJECTIVES:

At the conclusion of this course, participants will acquire the following skills:

1. Identify roles and values and self-assess current abilities as a change agent.
2. Receive and give feedback.
3. Recognize that values, attitudes, biases, and prejudices impact decision-making and effectiveness of teams.
4. Model behaviors that are appropriate as change agents.
5. Understand Organization Development dynamics and intervention models.
6. Evaluate and prescribe an appropriate problem solving strategy and/or conflict resolution intervention.
7. Develop strategies for influencing groups.
8. Explore the Dynamics of Change Theory; identify barriers to change and develop strategies to overcome them.

TARGET AUDIENCE: Individuals who are actively involved in the role of supporting organizational change and have completed the *Facilitator Training Course (01523)*

CLASS SIZE: 18 participants

LENGTH: 4½ days (Monday, 8:00 a.m. through Friday, 12:00 noon); 36 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01318

COURSE TITLE: Constructive Conflict Management:
The Choices We Make (CCM)

DESCRIPTION:

Constructive Conflict Management: The Choices We Make is designed for participants to learn the theory behind conflict management strategies and gain practical experience in conflict collaboration.

Methodologies include lecture, discussion, small and large group activities, self-assessment, and videotaped skill practices.

LEARNING OBJECTIVES:

At the conclusion of this course, participants will acquire the following skills:

1. Recognize your conflict management style and the styles of others.
2. Practice collaborating with others to address and resolve conflict.
3. Practice communicating effectively during conflict situations.
4. Employ techniques to proactively approach conflict.
5. Employ techniques to diffuse conflict when it begins to escalate.
6. Employ techniques to learn from conflict.
7. Exhibit behaviors that demonstrate knowledge of the behaviors that promote effective, collaborative work relationships.

TARGET AUDIENCE: FAA managers

LENGTH: 2 days (9:00 a.m. through 4:00 p.m. both days); 12 hours

PREREQUISITE: None

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01186

COURSE TITLE: Effective Communication Skills (ECS)

DESCRIPTION:

Effective Communication Skills is a two-day, skill-based workshop designed to enhance the communication skills of professionals who communicate directly with the public. The course focuses on teaching the student to effectively present the facts of a given situation, and your organization's position relative to those facts. Emphasis is placed on understanding strategies, format, style, procedures, and processes necessary to communicate in the public affairs arena. Delivering messages with credibility is paramount to course success.

Methodologies include interactive lecture/discussion, individual and collaborative development of communication pieces using case studies, simulated scenarios using extensive videotaping followed by critique sessions.

LEARNING OBJECTIVES:

At the conclusion of this course, participants will acquire the following skills:

1. Articulate your organization's message(s) appropriately by preparation and execution.
2. Communicate critical issues, facts, and Agency philosophy to the general public.
 - Formulate and deliver clear, concise, and accurate messages.
 - Express technical information in a manner understandable to the general public.
 - Effectively participate in radio, video, remote, and print interviews.
 - Develop/sustain your organization's image as open, forthcoming, and committed to the public's right to know.

TARGET AUDIENCE: Senior managers

CLASS SIZE: 20 participants

LENGTH: 2 days (8:00 a.m. - 5:00 p.m.); 16 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01523

COURSE TITLE: Facilitator Training Course (FTC)

DESCRIPTION:

This course is intended for those employees who have, or are expected to have, responsibilities as facilitators in their organization. Methodologies in the course are a combination of theory presentation/large group discussion and skill practice. Students are given several opportunities to apply their learning as facilitators, during videotaped sessions. They will give and receive feedback with other participants and instructors.

LEARNING OBJECTIVES:

At the conclusion of this course, participants will acquire the following skills:

1. Manage group processes towards the desired outcome.
2. Implement and reinforce the use of operating guidelines.
3. Use group memory techniques.
4. Develop strategies for moving groups through the stages of group development.
5. Use effective intervention techniques.
6. Identify methods to reduce individual stress reactions associated with facilitation.
7. Identify effective preparation strategies for facilitating.

TARGET AUDIENCE: Individuals responsible for facilitating meetings in diverse situations and for a variety of purposes

CLASS SIZE: 18 participants

LENGTH: 4½ days (Monday, 8:00 a.m. through Friday, 12:00 noon); 36 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01288

COURSE TITLE: Frontline Manager Course-Phase 2:
Managing for Results (FMC-2)

DESCRIPTION:

As the second component of the Frontline Manager Series, FMC-2 builds on knowledge of basic supervisory policies and procedures to develop practical skills for application on the job. The focus is on maintaining operational effectiveness, achieving organizational results, and stepping up to the challenge of management. Learning activities include simulations, business skills practices, case studies, application exercises, and evening sessions.

LEARNING OBJECTIVES:

At the conclusion of this course, participants will acquire the following skills:

1. Use business analysis skills to justify resource requirements and track cost of doing business.
2. Communicate organizational direction and priorities clearly.
3. Set key individual and organizational performance objectives.
4. Monitor progress and identify problem areas.
5. Provide constructive feedback.
6. Address individual conduct and performance issues effectively.
7. Recognize and reward performance.
8. Communicate openly and honestly.
9. Lead with consistency, dignity, compassion, and integrity.
10. Pursue self-development based on feedback.

TARGET AUDIENCE: Newly selected frontline managers
Non-managers are not eligible to attend.

CLASS SIZE: 20 participants

LENGTH: 9 days (Monday, 8:00 a.m. through the second Thursday at 5:00 p.m.);
82 hours (72 classroom hours plus assignments)

LOCATION: FAA Center for Management and Executive Leadership

PREREQUISITE: Completion of Frontline Manager Course-Phase 1:
Fundamentals of Frontline Management (online course)

PRECOURSE: Approximately four weeks prior to class start, you will receive an email detailing several assignments that must be completed prior to your arrival at CMEL. You must also complete FMC-1 prior to your enrollment in this course.

Center for Management and Executive Leadership

COURSE NUMBER: 01292

COURSE TITLE: Frontline Manager Course-Phase 3:
Managing for High Performance
(FMC-3)

DESCRIPTION:

As the third component of the Frontline Manager Series, FMC-3 builds competence in all four dimensions of the FAA Managerial Success Profile: *Achieving Results*, *Leading People*, *Building Relationships*, and *Managing Change*. The focus is managing for high performance. Learning activities include the Managerial Success Profile assessment, business skills practice, case studies, and application exercises.

LEARNING OBJECTIVES:

At the conclusion of this course, participants will acquire the following skills:

1. Identify and communicate current business drivers.
2. Assess and analyze current performance against the characteristics of high performance organizations and develop strategies for improvement.
3. Use feedback to enhance and measure personal and organization effectiveness.
4. Build and maintain multiple alliances as resources to achieve high performance.
5. Apply communication, feedback, collaboration, and conflict resolution techniques to improve quality and productivity.
6. Coach individuals and teams to achieve high performance.
7. Allocate and optimize resources to meet changing conditions and requirements.

TARGET AUDIENCE: Frontline managers with 12-18 months of experience
Non-managers are not eligible to attend.

CLASS SIZE: 20 participants

LENGTH: 5 days (Monday, 8:00 a.m. through Friday, 5:00 p.m.); 40 hours

LOCATION: FAA Center for Management and Executive Leadership

PREREQUISITE: Completion of LDP-I, LDLR, or Frontline Manager Course-Phase 2:
Managing for Results and a Managerial Success Profile

Center for Management and Executive Leadership

COURSE NUMBER: 01249

COURSE TITLE: *Influence, Inquiry & Implications:
A Leader's Path to the Future (I³)*

DESCRIPTION:

Many experienced managers have, and will continue to derive increased professional leadership skills through the *Influence, Inquiry & Implications* experience. In support of a more effective workplace, participants will focus on enhanced organizational influence and self-management. They will consider strategies to integrate technological and interpersonal capabilities and make an impact on the resolution of cross-functional and systemic issues. The greatest organizational benefit is achieved when participants come to the course with a sincere desire to enhance their abilities in each of these areas.

Participants develop their abilities through a series of leadership skills assessments, structured experiences, skill-based workshop sessions, group dialogue, evening preparation activities, and opportunities to reflect. The course goal is to integrate improved self-management behaviors with expanded influencing strategies to support, initiate, and guide positive organizational outcomes.

LEARNING OBJECTIVES:

At the conclusion of this course, participants will acquire the following skills:

1. Enhance their ability to influence workplace behaviors, outcomes, and decisions.
 - 1.1. Enhance feedback, inquiry, and networking communication skills.
 - 1.2. Integrate cultural awareness and systems thinking techniques as a strategy for identifying and resolving organizational issues.
 - 1.3. Select specific opportunities and develop plans to influence their workplace.
2. Identify and develop strategies for enhanced self-management.
 - 2.1. Recognize, and adjust for, the impact of perceptions, assumptions, habits, and actions on workplace effectiveness.
 - 2.2. Identify individual development strategies associated with implementing positive organizational outcomes.
 - 2.3. Integrate enhanced conflict management and self-management skills with strategies for influencing their workplace.

TARGET AUDIENCE:

To gain the most from attending *Influence, Inquiry & Implications*, participants should demonstrate the:

- ability to perform in a middle or senior-level management position;
- desire to better integrate technological, interpersonal, and organizational capabilities;
- motivation to expand their sphere of organizational influence.

CLASS SIZE: 18 participants

LENGTH: 6½ days (Tuesday, 8:00 a.m. through Wednesday of the following week, ending at 12:00 noon); 52 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01205

COURSE TITLE: Labor Management Relations (LMR)

DESCRIPTION:

In order for supervisors and managers to achieve positive outcomes in a multiple interest, bargaining unit work environment, they must know and be able to apply LMR principles and law. Supervisors and managers will learn to create effective labor management relations in the workplace through an understanding of the rights and responsibilities as defined by the law, collective bargaining agreements, and executive orders. The methodologies used in this highly interactive course include case studies, lecture/discussion, small/large group activities, and video scenarios.

LEARNING OBJECTIVES:

At the conclusion of this course, participants will acquire the following skills:

1. Apply knowledge of Statutes, Executive Orders, and collective bargaining agreements to workplace situations.
2. Distinguish between various types of problem-solving processes to resolve differences between labor and management.
3. Exhibit behaviors that demonstrate knowledge of the rights and responsibilities that promote effective, collaborative work relationships.
4. Explain the systemic impact of management decisions in a bargaining unit environment.

TARGET AUDIENCE:

Supervisors and managers who need a thorough understanding of LMR principles and law in order to achieve positive outcomes in a bargaining unit work environment. This course is targeted primarily at first-time attendees, and those in need of an LMR refresher to continue leading effectively in a changing work environment.

CLASS SIZE: 12 participants in single instructor delivery
24 participants in dual instructor delivery

LENGTH: 4½ days (Monday, 8:00 a.m. through Friday, 12:00 noon); 36 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01211

COURSE TITLE: Leadership Development Program
Phase II (LDP-II)

DESCRIPTION:

Leadership Development Program, Phase II, is designed for experienced supervisors who have completed *Leadership Development, Phase I*, or *Leadership Development and Labor Relations*. During *LDP-II*, participants will apply the basic concepts of dealing with changes in the current public sector environment. Participants will increase their self-insight, enhance their ability to be self-directed, develop additional skills, and build effective work relationships.

LDP-II provides an opportunity for participants to engage in a wide range of activities, each designed to challenge current assumptions, increase behavioral options, and provide enhanced skills. Interactive activities include challenges simulating the current work environment, small group analysis of work-related issues, and facilitated discussion of concepts presented through a series of videos. Personal reflection activities include examining results of a "360°" Leadership Assessment and Personal Stress Management, completing a series of workbook exercises, and planning effective application of learnings back in the workplace.

LEARNING OBJECTIVES:

At the conclusion of this course, participants will acquire the following skills:

1. Apply innovative and creative leadership strategies to identify and take advantage of opportunities in a changing environment.
2. Identify areas to improve their effectiveness as leaders through expanded self knowledge.
3. Prioritize work based on its importance and the ability to influence outcomes.
4. Create a climate of teamwork and trust where individuals are valued and encouraged to work collaboratively.
5. Model effective leadership behaviors such as adapting to change, networking, trusting, and earning the trust of others.

TARGET AUDIENCE: Experienced supervisors and leaders

CLASS SIZE: 24 participants

LENGTH: 4½ days (Monday, 8:00 a.m. through Friday, 12:00 noon); 36 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

AVAILABILITY: Available as a fee-for-service offering only

Center for Management and Executive Leadership

COURSE NUMBER: 01299

COURSE TITLE: Managerial Coaching and Mentoring

DESCRIPTION:

This highly interactive three-day coaching course covers the full spectrum of managerial coaching activities. It begins by providing foundational coaching skills for managers who must coach and mentor subordinates, then moves on apply these skills to common managerial coaching scenarios like:

- supporting a new manager's transition into management;
- addressing ineffective performance;
- preparing a manager to take on new challenges;
- dealing with managerial burnout.

Participants also learn to distinguish coaching from mentoring and counseling, determine readiness of a coaching candidate, and select the best coaching or mentoring approach.

LEARNING OBJECTIVES:

At the conclusion of this course, participants will acquire the following skills:

1. Coach, mentor, and guide development of employees and subordinate managers.
2. Provide constructive feedback to employees and subordinate managers to facilitate their development.
3. Listen effectively and communicate understanding.
4. Effectively interpret intent, influence, and non-verbal elements of communication.
5. Fulfill coaching responsibilities outlined in MWP policy guidance.

TARGET AUDIENCE: Open to all managers; priority given to managers of probationary managers

CLASS SIZE: 20 participants

LENGTH: 3 days (Tuesday, 8:00 a.m. through Thursday, 5:00 p.m.); 24 hours

LOCATION: FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01306

COURSE TITLE: Managing Change (MC)

DESCRIPTION:

Managing Change is designed for managers, supervisors, and others who are impacted by current organizational change initiatives or are responsible for implementing change in their organization. The course provides participants opportunities to increase individual awareness about their attitudes, approaches, perspectives, and possible reactions to change. This learning is accomplished through a variety of exercises, videos, and discussions related to individual and organization major change initiatives. Participants provide feedback to each other and contribute to the learning experience by openly discussing the impact and effectiveness of their previously-held and newly-formed perspectives. As perspectives shift, students create strategies designed to increase their ability to effectively contribute in a changing environment.

LEARNING OBJECTIVES:

At the conclusion of this course, participants will acquire the following skills:

1. Identify concepts, skills, and tools for the effective management of change.
2. Evaluate personal effectiveness in response to change.
3. Apply concepts, skills, and tools to support themselves and others during organizational change.

TARGET AUDIENCE: Individuals and intact work teams who are engaged in developing personal strategies for managing change in the workplace

CLASS SIZE: 18 participants

LENGTH: 3 days (Tuesday, 8:00 a.m. through Thursday, 5:00 p.m.); 24 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01265

COURSE TITLE: Managing Performance (MP3)

DESCRIPTION:

This three-day workshop builds essential skills for managing individual performance on a daily basis through a performance management system. The skills include conveying the organization's goals and their relationship to the individual's goals, collaboratively setting expectations, documenting performance, giving feedback, writing and communicating performance summaries.

LEARNING OBJECTIVES:

At the conclusion of this course, participants will acquire the following skills:

1. Explain the importance of the performance management and its relationship to other processes.
2. Identify and communicate the relationship between organizational goals and the performance expectations of individuals in the organization.
3. Describe the components of the pertinent Performance Management System and the importance of each.
4. Identify the elements of effective performance expectations.
5. Describe the roles and responsibilities of both the manager and the employee in each component of the system, to include methods to facilitate the training of the employees.
6. Demonstrate the skills necessary to effectively manage performance.
7. Utilize the Job Aids for each component in the system.

TARGET AUDIENCE: Managers and supervisors

CLASS SIZE: 18 participants

LENGTH: 3 days; 22½ hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01254

COURSE TITLE: Measuring Organizational Performance
(MOP)

DESCRIPTION:

Measuring Organizational Performance Workshop is intended for managers and staff personnel who are involved in the organizational and work unit performance measurement process. An intensive learner-centered skill building course, *MOP* will guide participants through the identification of common terminology, drivers for instituting performance measurement, and organizational implications of implementing performance metrics to designing metrics, collecting data, and utilizing information for continuous improvement.

Instructional methods include discussions, readings, written skill practices, and highly interactive exercises to simulate the challenges of the workplace.

LEARNING OBJECTIVES:

At the conclusion of this course, participants will acquire the following skills:

1. Explain how organizational performance measurement supports the FAA cost and performance management systems and fiscal responsibility.
2. Examine the life cycle of the metrics development process to include design, data collection, compilation, analysis, usage, and standardization.

TARGET AUDIENCE: Managers and staff personnel involved in the organizational and work unit performance measurement process

CLASS SIZE: 20 participants

LENGTH: 4 days (Monday, 8:00 a.m. through Wednesday, 5:00 p.m.;
Thursday, 8:00 a.m. to 4:00 p.m.); 31 hours
(This course may be customized by adding an extra half-day of instruction.)

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01269

COURSE TITLE: Measuring Organizational
Performance Workshop (MOP-W)

DESCRIPTION:

Measuring Organizational Performance Workshop is an intensive 2½-day learner centered course for work groups and teams writing performance goals and measures. This course is ideal for intact teams with planning experience wishing to develop organizational measures.

This customizable course teaches common terminology, drivers for instituting performance measurement, organizational implications of implementing performance measurements to designing the measure, collecting data, and using information for continuous improvement. Activities lead to the development of actual performance measures and will give participants a good start toward the development of their performance goals.

Instructional methods include discussion, readings, written skill practices, and highly interactive exercises to simulate the challenges of the workplace.

LEARNING OBJECTIVES:

At the conclusion of this course, participants will acquire the following skills:

1. Explain how organizational performance measurement supports the FAA cost and performance management systems and fiscal responsibility.
2. Examine the life cycle of the measurement development process to include design, data collection, compilation, analysis, usage, and standardization.

TARGET AUDIENCE: Managers and staff personnel involved in the organizational and work unit performance measurement process

CLASS SIZE: 20 participants

LENGTH: 2½ days; 20 hours
(This course may be customized by adding an extra half-day of instruction.)

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01236

COURSE TITLE: Mediation Techniques for Conflict Resolution (MTC)

DESCRIPTION:

This course is designed to give participants experience in the use of mediation techniques to increase/enhance workplace productivity, relationships, and morale. Participants will learn to assist others to resolve workplace conflicts by asking effective questions, clarifying interests, developing options and minimizing or eliminating non-productive behaviors.

Mediation Techniques for Conflict Resolution includes both a Distance Learning component and a classroom component. To prepare for the classroom portion, participants will be required to complete a 1-hour Distance Learning module "Introduction and Self-Assessment." This component provides a basic overview of the course and gives participants the opportunity to assess their current conflict management styles.

The classroom portion of the course includes large and small group discussions, group activities, written exercises, videotaped skill practices, and giving and receiving of peer and instructor feedback.

LEARNING OBJECTIVES:

At the conclusion of this course, participants will acquire the following skills:

1. Assess conflict resolution behaviors.
2. Recognize alternative methods for managing conflict.
3. Describe a five-step mediation process.
4. Demonstrate effective mediation techniques.
5. Demonstrate techniques to minimize non-productive behaviors.
6. Give and receive feedback on effectiveness of mediation skills and techniques.

TARGET AUDIENCE: Supervisors and managers who have **NOT** had previous mediation training

CLASS SIZE: 14 participants

LENGTH: 2 days

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01291

COURSE TITLE: Middle Manager Course (MMC)

DESCRIPTION:

The *Middle Manager Course* focuses on the skills required to manage the unique challenges and responsibilities of middle and senior management, including aligning resources and developing employees to achieve Agency performance targets, identifying or building processes to meet organizational objectives, and creating implementation plans to deliver organizational results based on strategic goals. Methodologies include lecture, coaching and feedback from instructors, discussion, simulation, case study, skill practice, and group activities.

LEARNING OBJECTIVES:

At the conclusion of this course, participants will acquire the following skills:

1. Demonstrate effective presentation skills.
2. Analyze personal strengths and weaknesses based on 360° feedback.
3. Describe the relationship between his/her organization's role and (1) the FAA Flight Plan, and (2) Agency stakeholders.
4. Analyze an operational problem and develop a business case for correcting it.
 - A. Given actual organizational data, identify strategies for reducing staffing costs.
 - B. Determine staff development required and costs involved.
5. Formulate strategies to address organizational conflict.
6. Apply coaching skills in a variety of workplace scenarios.
7. Using organizational data, advocate for resources in collaboration with other managers to achieve objectives.
8. Develop a short- and long-term management action plan based on 360° feedback.
9. Apply skills in decision-making, problem-solving, collaboration, critical thinking, and executing strategy.

TARGET AUDIENCE: First-time middle managers with 1-12 months of experience
Non-managers are not eligible to attend.

CLASS SIZE: 20 participants

LENGTH: 5 days (Monday, 8:00 a.m. through Friday at 5:00 p.m.); 40 hours

LOCATION: FAA Center for Management and Executive Leadership

PREREQUISITE: None

PRECOURSE REQUIREMENT: Approximately four weeks prior to class start, you will receive an email detailing several assignments, including the 360° Managerial Success Profile, which must be completed prior to your arrival at CMEL.

Center for Management and Executive Leadership

COURSE NUMBER: 01285

COURSE TITLE: Negotiating Effectively
(NE)

DESCRIPTION:

This three-day course focuses on developing participants' skills in negotiating workplace issues with union representatives. The skills include using relevant Labor Relations Orders and related Standard Operating Procedures (SOPs) in application exercises concerning workplace scenarios. Participants will practice effective negotiation techniques during the application exercises.

Methodologies for this course include highly interactive exercises to simulate the challenges of the workplace, interactive lecture/discussion, and issue analysis using case studies.

LEARNING OBJECTIVES:

At the conclusion of this course, participants will acquire the following skills:

1. Identify bargaining obligations in relevant scenarios.
2. Develop negotiation strategies aligned with existing orders and related SOPs.
3. Demonstrate effective negotiation skills.

TARGET AUDIENCE: Supervisors, managers, and labor relations specialists who work with unions

CLASS SIZE: 18 participants

LENGTH: 3 days (Tuesday, 8:00 a.m. through Thursday, 5:00 p.m.); 24 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01271

COURSE TITLE: Performance Planning and
Budget Integration (PBI)

DESCRIPTION:

Performance Planning and Budget Integration is a three-day course designed for managers, supervisors, and staff personnel involved in developing performance measures for their organization and linking them to the budgeting process. Participants will explain how organizational performance measurement supports organizational performance management and examine the life cycle of the budget development process. Upon completion of the course, participants should be able to develop effective performance goals for both outcomes and outputs and integrate them with the budgeting process.

Instructional methods include guided discussions, readings, written skill practices, and interactive exercises that explore the challenges of the workplace.

LEARNING OBJECTIVES:

At the conclusion of this course, participants will acquire the following skills:

1. Develop effective performance goals for both outcomes and outputs.
2. Integrate performance goals with the budgeting process.

TARGET AUDIENCE: Managers, supervisors, and staff personnel

CLASS SIZE: 20 participants

LENGTH: 3 days; 23 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01263

COURSE TITLE: Presentation Techniques (PT)

DESCRIPTION:

Presentation Techniques is a three-day program that prepares content experts to deliver information and skill-building activities effectively and confidently. The course provides strategies for handling challenging situations; ways to encourage learner involvement; along with how to use classroom technology, field questions, and gauge how well learning is progressing. The class uses videotaping, discussion, and application exercises.

LEARNING OBJECTIVES:

At the conclusion of this course, participants will acquire the following skills:

1. Identify the characteristics of today's adult learners.
2. Demonstrate the use of tools and techniques to create a non-threatening and bias-free learning environment.
3. Identify ways to deal with difficult people and situations.
4. Practice overcoming resistance to learning.

TARGET AUDIENCE: Subject matter experts who provide briefings, presentations, or training

CLASS SIZE: 20 participants

LENGTH: 24 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01259

COURSE TITLE: Staff Study Fundamentals (SSF)

DESCRIPTION:

Most public sector organizations are experiencing the impact of downsizing, budget cuts, and demands for more effective resource allocation. One increasingly visible impact is the need for decisions to be made with reliable data provided by staff studies. The importance of a good staff study has increased exponentially during this time of change.

Participants will examine the major components of a staff study and identify methods to increase their effectiveness when doing a study. The course consists of mini-lectures, interactive discussion, and small group work. Participants will gain a clear and consistent understanding of suggested skills and processes through opportunities to practice those skills and to expand their awareness of available resources. A specific case situation, which can be a current issue provided by the participant, will be worked through the course.

Through these activities, participants will develop skills in dealing with data and presenting information, understand the value of specific processes and work flow model, and become more comfortable operating independently to execute projects requiring effective staff work.

LEARNING OBJECTIVES:

At the conclusion of this course, participants will acquire the following skills:

1. Demonstrate the procedures to conduct an effective staff study.
2. Write a purpose statement that meets provided criteria.
3. Demonstrate the techniques for gathering, organizing and analyzing data.
4. Demonstrate generating, narrowing and analyzing options.
5. Demonstrate the procedures for selecting a recommendation.
6. Demonstrate a staff study briefing.

TARGET AUDIENCE: Administrative support staff and others responsible for executive research and recommending action

CLASS SIZE: 14 participants

LENGTH: 3 days (8:00 a.m. to 5:00 p.m.); 24 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01274

COURSE TITLE: Strategic Planning Through the
Power of Vision (POV)
(for public sector participants)

COURSE NUMBER: 01275

COURSE TITLE: Strategic Planning (SP)
(for FAA participants)

DESCRIPTION:

This course is designed for managers and leaders who have facility, program, or project responsibilities. It provides the skills and knowledge necessary to maximize leadership effectiveness. Participants practice skills that help them set the vision, strategies, and measures for their facility, program, or project and that enable them to articulate a clear strategic plan. Instructional approaches used are: self-assessment, individual and group work sessions, videos, action-based learning, and a case study. Participants and their co-workers complete a computer-based feedback assessment instrument prior to attending.

LEARNING OBJECTIVES:

At the conclusion of this course, participants will acquire the following skills:

1. Identify individual strengths and areas for improvement relative to manager/leader skills.
2. Identify ways that wellness actions can positively impact job performance and implementation of strategic plans.
3. Gain understanding of future directions, and identify where to locate their organization's information.
4. Develop a vision of a more desirable future (one to three years) for his/her area of responsibility.
5. Communicate a strategic plan that enrolls stakeholders in working toward a shared vision.
6. Develop strategies and implementation plans that will enhance the organization's progress toward the shared vision.
7. Develop measures that can be used to assess the status of plan implementation.
8. Develop strategies to create an environment where diversity, teamwork, collaboration, and a shared vision promote commitment to an organizational strategic plan.

TARGET AUDIENCE: Managers and leaders with responsibilities for programs or facilities

CLASS SIZE: 18 participants

LENGTH: 4½ days (Monday, 8:00 a.m. through Friday, 12 noon); 36 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01296

COURSE TITLE: Strategy Implementation for Managers (SIM)

DESCRIPTION:

Strategy Implementation for Managers focuses on the skills required to manage the unique challenges and responsibilities of middle and senior management, including aligning resources and developing employees to achieve Agency performance targets, identifying or building processes to meet organizational objectives, and creating implementation plans to deliver organizational results based on strategic goals. Methodologies include lecture, coaching and feedback from instructors, discussion, simulation, case study, skill practice, and group activities.

LEARNING OBJECTIVES:

At the conclusion of this course, participants will acquire the following skills:

1. Demonstrate effective presentation skills.
2. Analyze personal strengths and weaknesses based on 360° feedback.
3. Describe the relationship between his/her organization's role and (1) the FAA Flight Plan, and (2) Agency stakeholders.
4. Analyze an operational problem and develop a business case for correcting it.
 - A. Given actual organizational data, identify strategies for reducing staffing costs.
 - B. Determine staff development required and costs involved.
5. Formulate strategies to address organizational conflict.
6. Apply coaching skills in a variety of workplace scenarios.
7. Using organizational data, advocate for resources in collaboration with other managers to achieve objectives.
8. Develop a short- and long-term management action plan based on 360° feedback.
9. Apply skills in decision-making, problem-solving, collaboration, critical thinking, and executing strategy.

TARGET AUDIENCE: Veteran middle and senior managers with minimum of 1 year's experience
New first-time managers and non-managers are **not** eligible to attend.

CLASS SIZE: 20 participants

LENGTH: 5 days (Monday, 8:00 a.m. through Friday at 5:00 p.m.); 40 hours

LOCATION: FAA Center for Management and Executive Leadership

PREREQUISITE: None

PRECOURSE REQUIREMENT: Approximately four weeks prior to class start, you will receive an email detailing several assignments, including the 360° Managerial Success Profile, which must be completed prior to your arrival at CMEL.

Center for Management and Executive Leadership

COURSE NUMBER: 01277

COURSE TITLE: Systems Thinking (SYT)

DESCRIPTION:

Systems Thinking is designed to provide leaders and problem-solvers with the knowledge and skills necessary to analyze specific organizational issues within the context of the larger organizational system. Participants enhance their problem solving skills by: (1) applying systems thinking in analyzing issues and designing strategic interventions, (2) engaging in effective inquiry and advocacy, and (3) identifying individual assumptions and organizational patterns that influence individual and organizational effectiveness. Methodologies include systems simulations on the computer and in the classroom, videos, worksheets, case studies, and lecture/discussion.

This course is adaptable for intact groups or cross-organizational classes.

LEARNING OBJECTIVES:

At the conclusion of this course, participants will acquire the following skills:

1. Use System Thinking Concepts to identify individual and organizational assumptions which influence work-related situations.
2. Identify and analyze how the interaction among the components of a system influences outcomes.
3. Use inquiry skills to clarify assumptions and to explore how assumptions limit organizational learning and innovation.
4. Use systems thinking principles, concepts, and tools to design alternative ways of addressing specific organizational issues.
5. Use tools and techniques to generate and explore possible implications of a systemic problem or issue and determine the probability of possible events occurring, their impact, and effective actions.

TARGET AUDIENCE: Any employee involved in complex issues who needs to apply analytical tools to address the "bigger picture"

CLASS SIZE: 18 participants

LENGTH: 4 days (Monday, 8:00 a.m. through Thursday, 5:00 p.m.); 32 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01217

COURSE TITLE: Team Workshop (TW)

DESCRIPTION:

The Team Workshops are designed to provide instructional and consultative services to organizations and teams (natural and ad-hoc), tailored to their specific needs. Deliveries may consist of existing courses, abbreviated or modified deliveries of existing courses, or facilitation around specific issues, e.g., Visioning, Team Building, Goal Setting, Reengineering, Consolidating, Transition of Leadership, and Interpersonal Communications Training. The overall outcome is to build effective work groups that share a sense of community and a commitment to resolving issues. Methodologies include interactive discussion, lecturettes, skill practices, collaborative data generation, and hands-on activities.

LEARNING OBJECTIVES:

The outcomes of this type of intervention will vary in accordance with the specific needs of the group being supported. The following list includes but does not limit the range of subjects that can be addressed:

1. Establish organizational vision, mission, goals and objectives.
2. Improve interpersonal communication skills.
3. Enhance atmosphere of trust of co-workers and commitment to shared goals.
4. Increase appreciation for the value of diversity.
5. Empower the team to be responsible for solutions and increased understanding of the contribution each member adds to organizational success.
6. Increase the use of effective problem solving and decision making processes.
7. Develop ability to confront and effectively resolve conflicts.
8. Achieve matured attitudes about continuous improvement, self-assessment, and the responsibility and ability to self manage.
9. Clarify roles and responsibilities.

TARGET AUDIENCE: Any work group committed to a common goal

CLASS SIZE: 18 participants

LENGTH: Varies, generally 2-5 days

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01255

COURSE TITLE: Working Together Effectively *using*
Collaborative Team Processes
(WTE/CTP)

DESCRIPTION:

The *Working Together Effectively using Collaborative Team Processes* (WTE/CTP) course is designed to enhance the collaborative skills of work team members. This 4½-day course focuses on the attitudes, strategies, and tools needed for effective communication and teamwork. Participants will also learn to define team problems, analyze causes and potential solutions, reach collaborative decisions, and manage conflict situations appropriately.

The course uses interactive lectorettes and class discussions, case studies, structured experiences and style preference instruments. Significant time is also spent in workshop skill practices where real team issues are addressed using the skills and tools provided.

LEARNING OBJECTIVES:

At the conclusion of this course, participants will acquire the following skills:

1. Enhance trust and mutual respect among team members.
2. Apply collaborative communication techniques to team activities.
3. Promote active involvement in accomplishing team goals.
4. Give and receive feedback in a manner, which enhances individual and team productivity and product quality.
5. Identify team problems and apply problem-solving methods.
6. Apply decision-making techniques to team problems.
7. Define individual and/or team conflict situations and apply appropriate conflict management strategies.

TARGET AUDIENCE: Work team members

CLASS SIZE: 20 participants

LENGTH: 4½ days (Monday, 8:00 a.m. through Friday, 12:00 p.m.); 36 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01272

COURSE TITLE: Writing an Effective Self-Assessment
(WESA)

DESCRIPTION:

This one-day workshop focuses on strategies and writing techniques that help employees provide relevant, focused input about their performance when completing self-assessments used in any pay-for-performance-related situations. Students will learn to identify required critical elements for self-assessments, to develop and practice appropriate writing strategies, and to critique self-assessments for clarity and effectiveness from the reader's perspective.

LEARNING OBJECTIVES:

At the conclusion of this course, participants will acquire the following skills:

1. Identify critical elements required to complete Self-Assessments.
2. Develop writing strategies appropriate for pay-for-performance situations.
3. Practice writing and giving feedback on self-assessments.

TARGET AUDIENCE: Any person covered by a performance management system

CLASS SIZE: 20 participants

LENGTH: 1 day; 8 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

CMEL WORKSHOPS

The following pages contain descriptions of CMEL workshops that are typically available in a conference-type setting. The workshops are four to six hours in length. Customers can select the topics that are most appropriate and arrange for a series of workshops that best meet their needs.

These workshop topics can be embedded within team workshops to meet specific training requirements of the team. They can also be incorporated into facilitated conferences as required.

Course numbers are assigned to workshops allowing for participants to receive training credit for each session attended.

To arrange for workshops or any training combinations at your facility, please contact Shepherd Curl at 386-446-7132.

Center for Management and Executive Leadership

COURSE NUMBER: 01284

COURSE TITLE: Balanced Scorecard (BS)

DESCRIPTION:

People and their managers are working so hard
to be sure things are done right, that they hardly have time
to decide if they are doing the right things.

Steven Covey

This workshop introduces participants to a framework for creating a Balanced Scorecard system that translates organizational strategies into measurable outcomes.

The workshop provides tools to build upon current organizational goals and performance metrics. These tools allow management to communicate a variety of metrics to keep stakeholders, upper management, team members, and employees up to date. Balanced Scorecard metrics also demonstrate a clear linkage of operational activities to the achievement of goals.

Through interactive discussions and exercises, students will practice using a balanced scorecard system to help align their organization's efforts with its strategy.

LEARNING OBJECTIVES:

After attending this workshop, participants will acquire the following skills:

1. Describe the benefits of implementing a Balanced Scorecard system within your organizational responsibilities.
2. Draft Balanced Scorecard measurements to your organizational responsibilities.

TARGET AUDIENCE: Managers involved with operational measures

CLASS SIZE: 18 participants

LENGTH: 4 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01193

COURSE TITLE: Basic Principles of Interest-Based Bargaining (IBB)

DESCRIPTION:

Increased focus on labor/management partnership has begun to change the informal, if not official, definition of "bargaining." Associated terms, such as "traditional" and "interest-based," seem to cloud the issue. Many supervisors, managers, employees, and union representatives are skeptical of the interest-based approach. Some of that skepticism may stem from not fully understanding the concept, some from resistance to the need for new skills and attitudes, while some may stem from negative experiences with other types of negotiations. The ability to find common ground, to reach agreement, and to put positions aside has become increasingly important as the Agency strives to become more efficient. This workshop provides an overview of the tools and techniques necessary to reach high value negotiated decisions in support of agency goals.

Designed to provide an introduction to the principles of interest-based bargaining, this highly interactive workshop provides dynamic lecturettes, small group discussions, and brief application activities. Participants will discover the differences between the process of negotiating from a "position" with little flexibility and an interest-based approach, which seeks to find common ground. This session lays the foundation for the skills built in other CMEL courses; it does not, in any way, substitute for them.

LEARNING OBJECTIVES:

After attending this workshop, participants will acquire the following skills:

1. Differentiate between bargaining based on positions and bargaining based on interests.
2. Apply the four principles of interest-based bargaining to the workplace.
3. Articulate their role in an interest-based negotiation.
4. Identify four phases of an interest-based problem solving model.

TARGET AUDIENCE: Employees responsible for reaching agreements or resolving disputes

CLASS SIZE: 24 participants

LENGTH: 4 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01209

COURSE TITLE: Combating Negativity (CN)

DESCRIPTION:

Do the words angry, frustrated, anxious, stressed, resentful, or confused describe you or the people with whom you work? If so, it's possible that you are combating negativity. This workshop is designed to help participants recognize and deal with the insidious nature of negativity and its impact on their success. Participants will learn a five-step process for attacking and conquering negativity.

Participants will be introduced to "Negaliens," come to understand the impact of "Negattacks" on productivity and quality, and identify their personal vulnerability to these dangerous entities. Fortunately, they will also develop strategies to recognize personal negattack triggers and to defeat their own negativity in the middle of the battle. Additionally, participants will learn to support others in accomplishing similar goals - recognizing the impact of negativity and overcoming patterns of negative communication. During the workshop session, participants will receive feedback, complete worksheets, and engage in small group activities to help clarify concepts and increase personal awareness.

LEARNING OBJECTIVES:

After attending this workshop, participants will acquire the following skills:

1. Recognize and combat negativity in themselves and others.
2. Demonstrate strategies for overcoming and/or avoiding negativity.
3. Support others in overcoming their own negativity.

TARGET AUDIENCE: Employees who desire to contribute to a more positive work environment

CLASS SIZE: 24 participants

LENGTH: 4 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01244

COURSE TITLE: Critical Examination of Mental Models
(CMM)

DESCRIPTION:

Mental models are internal pictures, images, maps, assumptions, and theories about how the world works. We may not know they are there but they influence what we see and do. When our models are outdated or inaccurate, our reactions to situations can hamper our individual effectiveness making it difficult to accomplish organizational or individual goals.

In this workshop, participants will identify and analyze the impact of mental models to determine how they limit personal and organizational learning, reduce the effectiveness of decisions, and minimize employee potential. Participants will identify and revise mental models regarding critical organizational issues such as people, policies, unions, leadership, and accountability.

Interactive lecturettes will be used to introduce and clarify information and a case study will be used to apply the concepts to a work-related situation. Through structured group activities, participants will identify and revise mental models related to these work issues.

LEARNING OBJECTIVES:

After attending this workshop, participants will acquire the following skills:

1. Recognize their mental models, assumptions, generalizations, and ideas that influence their decisions and actions.
2. Use a dialogue process to uncover and assess mental models, which may limit workplace effectiveness.

TARGET AUDIENCE: Employees who need to understand how internal beliefs and assumptions shape our actions

CLASS SIZE: 24 participants

LENGTH: 4 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01253

COURSE TITLE: *Effective Questioning: A Different Way to Communicate (EQT)*

DESCRIPTION:

Effective communication tools have become a more essential part of every employee's day-to-day interactions and are a requirement for success at work. Questioning is a powerful tool that is often overlooked in communications training. *Effective Questioning: A Different Way to Communicate* brings a unique insight into the effects of positive questioning, not only as a method of gathering information or interrogating, but as a communication skill that can assist in coaching, problem solving, stimulating ideas, encouraging discussion, expanding alternatives, and gaining understanding.

Participants will see how astute questioning can enhance conversations, job performance, and capacity to influence, as well as improve the quality of all work relationships. The workshop is designed for employees at every level of your organization.

The activities in this workshop are designed to give the participant an opportunity to classify questions according to purpose, recognize the various types of questions, and to identify individual questioning styles. Activities include lecture, written exercises, large and small group discussion, and questioning practice.

LEARNING OBJECTIVES:

After attending this workshop, participants will acquire the following skills:

1. Discuss the value of questioning as a communications technique.
2. Classify various questions based on their purpose.
3. List strategies for overcoming barriers to successful questioning.
4. Develop and practice questions that encourage discussion and influence others.

TARGET AUDIENCE: Employees who desire to improve communication skills

CLASS SIZE: 18 participants

LENGTH: 3½ hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01248

COURSE TITLE: Ethics: *Impact and Challenges* (EIC)

DESCRIPTION:

The discussions and activities in this workshop challenge participants to examine their own ethical behaviors in the face of rapid change, internal competition, and concern for stability while living in chaos; and to implement a risk analysis tool designed to support acting on ethical choices.

Through interactive lecture/discussion and case studies, participants will investigate several research-based standards of ethical behavior in government, and develop a working definition of ethics in their own workplace. During the workshop session, participants will practice the use of a risk analysis model and apply it to ethical dilemmas, which they face as individuals and/or as work group members. The activities will support participants in minimizing the risks associated with ethical behavior.

Participants will practice skills that encourage others to apply the risk assessment model, and to more consistently make highly ethical choices in the workplace.

LEARNING OBJECTIVES:

After attending this workshop, participants will acquire the following skills:

1. Consciously assess their own behavior against the highest standards of ethics.
2. Practice implementation strategies for minimizing associated risks.
3. Plan to increase the consistency of their own ethical behavior.
4. Practice supporting others in making and acting on highly ethical choices. (Lab only)

TARGET AUDIENCE: Employees at every level of the organization

CLASS SIZE: 24 participants

LENGTH: 4 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01199

COURSE TITLE: Facilitator Tools for Effective Meetings
(FTEM)

DESCRIPTION:

Increasing demands, decreasing resources. There are team meetings, staff meetings, partnership meetings, special project meetings, etc., etc. Sometimes it seems like all we do is attend meetings! It has become increasingly crucial that meetings are efficient and effective strategies for accomplishing Agency objectives and fostering collaboration among all segments of the work force. Often, meetings are neither efficient nor effective, and do not accomplish the objectives. This workshop, which is consistent with CMEL's *Facilitator Training Course* (FTC), provides many of the tools and techniques for creating and participating in effective meetings.

Through interactive lecturette, small group discussion, and the completion of a self/group assessment checklist, participants will learn how to be more effective in facilitating meetings.

LEARNING OBJECTIVES:

After attending this workshop, participants will acquire the following skills:

1. Identify the responsibilities of a facilitator, group recorder, and effective group members.
2. Identify the benefits of developing and using operating guidelines.
3. Support meeting productivity by clarifying outcomes and recognizing the stages of group development.

TARGET AUDIENCE: Employees responsible for creating effective meetings or participating more productively as members

CLASS SIZE: 18 participants

LENGTH: 4 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01245

COURSE TITLE: Implications Charting: *Analyzing Systemic Problems (IMP)*

DESCRIPTION:

In the world of work, individuals are paid to find an answer to a problem. Under time constraints and other pressures, people often jump to solutions to complex issues, without effectively exploring their impact or possible consequences. Unanticipated effects can sometimes cause more problems than the original issues. Organizations must then use scarce resources in attempting to solve the resulting problems. Using implications charting can help minimize these types of negative consequences.

Implications charting, one of the many powerful tools taught in CMEL's *Systems Thinking* course, is used to review and assess potential solutions prior to implementation. It is a method for anticipating possible short and long-term results of an action and evaluating their impact on a system or organization.

The session will consist of mini-lecturettes and small work group practices and presentations. Participants begin by writing a problem statement related to a workplace issue. Next they generate several possible solutions. Working outward in concentric circles, participants create possible sequences of events. Creativity is enhanced by avoiding strictly logical progressions and encouraging "out of the box" thinking.

After generating several paths for each solution, participants evaluate the consequences in terms of their likelihood as well as positive and negative effects. They conclude the process by identifying specific steps to help achieve desired results and pinpointing areas to avoid. Participants end the session with work group presentations.

LEARNING OBJECTIVES:

After attending this workshop, participants will acquire the following skills:

1. Use the tools and techniques of implications charting.
2. Generate and explore possible implications of adopting alternative solutions to a problem.
3. Analyze the probability of possible events occurring, their impact, and effective actions to promote or lessen the likelihood of those events.

TARGET AUDIENCE: Employees who deal with complex issues and need to apply analytical tools that address the "bigger picture"

CLASS SIZE: 24 participants

LENGTH: 4 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01227

COURSE TITLE: Improving Work Processes (IWP)

DESCRIPTION:

Improving Work Processes provides a strategy for applying process management to the routine and recurring work of an organization as a tool for dealing with shrinking resources. Participants will have the opportunity to identify and begin implementation of critical changes, which will transform core processes to create customer value.

Engaging in interactive lecture/discussion during the workshop sessions, participants will review process management strategies and develop a working ability to quickly use those strategies as a tool to identify incremental changes in their task areas.

During the session, individuals and/or small groups will apply process management tools to specific, individually identified task related processes. Guidance will be provided in the use of the tools. Participants will gain insights into their opportunities for incremental improvements. Examples will be discussed to illustrate common opportunities across the agency.

LEARNING OBJECTIVES:

After attending this workshop, participants will acquire the following skills:

1. Recognize opportunities for applying process management tools to their work related processes.
2. Construct a flowchart of their top priority work process.
3. Describe the value of continuous improvement resulting from process management.

TARGET AUDIENCE: Employees responsible for improving work processes

CLASS SIZE: 16 participants

LENGTH: 4 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01239

COURSE TITLE: Influencing Skills (INS)

DESCRIPTION:

This session might be called the “Skills Tool Box” and is offered for those who are expected to lead in an empowered environment.

Most organizations are actively engaged in many initiatives designed to improve safety, customer satisfaction, and efficient use of taxpayer dollars. Each initiative is both a pre-requisite to change, and a strategy to affect specific change in how we do business. None can stand alone, nor can any of these initiatives succeed without effective leadership throughout the agency. This workshop is designed as one step in support of expanding such leadership.

The perspective presented is that each employee - regardless of position, title, or assigned “leadership” responsibility - has both opportunity and obligation to lead in the empowered environment necessary to achieve the organizations mission. During this workshop, participants will focus on their ability and willingness to proactively influence the actions of others. Specifically, they will sharpen the skills needed to accomplish four key outcomes: create shared knowledge, maintain a supportive environment, trust and be trustworthy, and model desired behaviors. Enhanced ability to achieve these outcomes results in enhanced leadership capacity.

Through interactive lectures, small group discussion, skill practices, and personalized application activities, participants will develop the specific skills necessary to lead in today’s leaner organization. While participants may have been exposed to the skills of presenting information, making effective language choices, and questioning in a way which encourages open dialogue, this workshop provides specific HOW TOs, sample phrases and models.

LEARNING OBJECTIVES:

After attending this workshop, participants will acquire the following skills:

1. Present information and/or requests in a persuasive manner.
2. Make language choices which support a collaborative environment.
3. Communicate and behave in a way that collaborative, trusting relationships are established and maintained.

TARGET AUDIENCE: Employees expected to execute leadership roles in an empowered environment

CLASS SIZE: 24 participants

LENGTH: 4 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01195

COURSE TITLE: Introduction to Myers-Briggs Type Indicator (MBTI)

DESCRIPTION:

During this workshop, participants will learn their Myers-Briggs Personality type and gain an understanding and appreciation for how various personalities focus attention, gather information, make decisions, and relate to the outside world. Common workplace characteristics of each type and areas of potential conflict with other types will also be explored.

During the session, participants will engage in interactive lecture and small group discussions.

LEARNING OBJECTIVES:

After attending this workshop, participants will acquire the following skills:

1. Understand the common workplace characteristics of one's own type.
2. Improve communication with co-workers of different types.
3. Recognize and value the diversity of types.
4. Identify appropriate resources for further application of the MBTI.

TARGET AUDIENCE: Employees who have a need for understanding basic personality dynamics

CLASS SIZE: 30 participants

LENGTH: 3 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

PRE-SESSION WORK: There is approximately one hour of pre-session work that is required prior to attending. Participants need to view the video "Introduction to Myers-Briggs Type Indicator" (MV#1248) and complete the self-report *MBTI Questionnaire*. Each will take about thirty minutes.

Center for Management and Executive Leadership

COURSE NUMBER: 01252

COURSE TITLE: Introduction to the Project
Management Process (IPM)

DESCRIPTION:

Regardless of their position, title, or designated responsibilities, everyone manages projects from time to time. For example, the administrative officer manages arrangements for a meeting of field personnel. The personnel specialist manages a project to pilot a new compensation system. The computer specialist manages a project to implement a new software package. These employees can benefit from using the same tools of project management that engineers and construction contractors use. The principles are the same.

This course introduces the basic concepts and special tools of project management. Through interactive lecture/discussion, participants will discuss what a project is and how managing a project is different from managing in general. They will explore the phases of a project's life cycle and the typical activities associated with each phase. Working in small groups on a case study, they will practice using project management tools to plan tasks and allocate project resources.

LEARNING OBJECTIVES:

After attending this workshop, participants will acquire the following skills:

1. Explain basic project management concepts and terminology.
2. Apply tools and techniques for project planning and control, including work breakdown structures, Gantt charts, and PERT diagrams.

TARGET AUDIENCE: Employees interested in using the tools of project management

CLASS SIZE: 18 participants

LENGTH: 4 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01247

COURSE TITLE: Introduction to Staff Studies (ISS)

DESCRIPTION:

Most public sector organizations are experiencing the impact of downsizing, budget cuts and demands for more effective resource allocation. One impact that is becoming increasingly visible is the need for more employees to be able to effectively accomplish more tasks and to operate more independently. People in the position of Administrative Support Staff have historically played a vital role in the efficient operation of various offices. The importance of that role has increased exponentially during this time of change.

Introduction to Staff Studies enhances the skills needed to effectively execute the increasingly critical and expanding requirements for staff studies. Participants will examine the major components of a staff study and identify methods to increase both their efficiency when doing a study and the effectiveness of the study. The session will consist of mini-lecturettes, interactive discussion, and small group work. Participants will gain a clear and consistent understanding of suggested skills and processes, have an opportunity to practice those skills and expand their awareness of available resources by learning from each other. A single case situation, designed to facilitate session activities, will be provided and worked during the session.

Through these processes, participants will develop skills in dealing writing a purpose statement, analyzing data and options, and selecting a recommendation. They will come to understand the value of specific processes and workflow models and become more comfortable operating independently to execute projects requiring an effective staff study.

LEARNING OBJECTIVES:

After attending this workshop, participants will acquire the following skills:

1. Demonstrate the procedures to conduct an effective staff study.
2. Write a purpose statement that meets provided criteria.
3. Demonstrate the techniques for gathering, organizing, and analyzing data.
4. Demonstrate generating, narrowing, and analyzing options.
5. Demonstrate the procedures for selecting a recommendation.
6. Identify the components of a staff study written report and a staff study briefing.

TARGET AUDIENCE: Administrative support staff and others responsible for executive research and recommending action

CLASS SIZE: 24 participants

LENGTH: 7 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01229

COURSE TITLE: Labor Management Relations:
Understanding the Answers (LMR-UA)

DESCRIPTION:

Anyone who has read the Federal Service Labor Management Relations Statute (5 USC, Chapter 71 or Title VII of the Civil Service Reform Act of 1978) knows that "the statute" is something less than easy to understand. This workshop is designed to clarify basic information related to your daily interactions in a labor/management environment.

Working in small groups, participants will complete a "search and find" question/answer activity that helps them become familiar with the statute. Detailed discussion of the answers will increase their understanding of the parameters established by law or contract. Supervisors frequently face issues of representational rights in various situations and are challenged regarding management's obligation to bargain. This workshop clarifies those requirements. The increased understanding gained from this workshop lays the foundation for interacting with union representatives and other employees in a more comfortable and confident manner.

LEARNING OBJECTIVES:

After attending this workshop, participants will acquire the following skills:

1. Identify applicable sections of the Labor-Management Relations statute.
2. Determine appropriate management actions based upon an understanding of those sections.
3. Define appropriate union representation during Formal and Weingarten discussions and determine issues appropriate for bargaining.

TARGET AUDIENCE: Employees in a labor management environment

CLASS SIZE: 24 participants

LENGTH: 4 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01286

COURSE TITLE: Managing Conflict (MGC)

DESCRIPTION:

Conflict occurs in all aspects of our lives. In many cases, the people involved in the conflict are unable to manage the situation effectively. Those who can successfully manage conflict in the workplace demonstrate unique interpersonal and communication skills. This workshop is designed to add to and strengthen those skills and support participants in becoming more effective.

The workshop begins by distinguishing between destructive and constructive conflict, and understanding the cycles of each and exploring the skills and behaviors of effectively managing conflict. Through discussion and skill practice situations, participants practice the associated competencies for managing conflict constructively.

LEARNING OBJECTIVES:

After attending this workshop, participants will acquire the following skills:

1. Analyze personal responses to conflict situations.
2. Practice collaborating with others to manage conflict.
3. Practice communicating constructively during conflict situations.

TARGET AUDIENCE: Employees who have responsibility for managing conflict

CLASS SIZE: 20 participants

LENGTH: 4 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01246

COURSE TITLE: Managing Others Through Change
(MOTC)

DESCRIPTION:

This workshop assumes you already have a solid understanding of how your own thoughts, feelings, beliefs, and attitudes toward change enable or diminish your ability to respond to a changing environment.

As leaders, you will be called upon to support significant organizational change as we explore the benefits of major transitions and look for more effective ways to solve the complex problem of ensuring organizational success.

As technology and our effectiveness increase so does the speed of change. Leaders must also manage the perhaps more difficult challenge of helping others to accept new directions, with shifting objectives, and ambiguous parameters. This workshop addresses that challenge.

This workshop introduces information to support leaders in moving others through the resistance stage of change. Interactive lecture, participant discussions, and skill practice sessions will help participants: identify causes for resistive behaviors, develop their inquiry skills as a tool for understanding such behavior, and practice strategies for working with resistors in the workplace. Consistent with CMEL's *Managing Change* course, this workshop focuses on the resistance stage, and supports participants in accepting that both change and resistance to it are natural consequences of growth and time.

LEARNING OBJECTIVES:

After attending this workshop, participants will acquire the following skills:

1. Recognize resistive behaviors.
2. Use inquiry skills to understand the causes of resistive behavior.
3. Identify strategies for supporting others in overcoming resistance to change.

TARGET AUDIENCE: Leaders and employees working in a changing environment

CLASS SIZE: 24 participants

LENGTH: 4 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01240

COURSE TITLE: Managing Your Workload for Success
(MYW)

DESCRIPTION:

This session challenges participants to evaluate how they plan and prioritize their work in order to produce effective and on-time results.

This highly interactive, skill practice workshop will provide participants with an opportunity to self assess their current skills and practices in the area of time management and how they manage their workload around it. Through assessment instruments, small and large group discussion and case studies, participants will be exposed to techniques that help them to better organize and prioritize their important tasks at work. At the end of the session, participants will identify action steps that can be applied in their work environment.

LEARNING OBJECTIVES:

After attending this workshop, participants will acquire the following skills:

1. Apply strategies/tools for getting more control over time and tasks in the workplace.
2. Identify present uses of time.
3. Identify ways to prioritize the most important work tasks.
4. Apply methods to avoid time wasters.

TARGET AUDIENCE: Employees who have a need for organizing their workload more effectively

CLASS SIZE: 24 participants

LENGTH: 4-6 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01198

COURSE TITLE: Managing Yourself Through Change
(MYTC)

DESCRIPTION:

The rapid nature of technological change and shifting managerial focus can create a sense of instability in many professions. Reorganization, reduction in supervisory and management level positions, ongoing technological transition and changing expectations from Congress, private industry and the public have combined to create tremendous pressure for personal change. Our ability to manage ourselves through rapid change cycles has a direct impact on our effectiveness at work.

This workshop will provide basic background information and critical tools for supporting individuals in their own change efforts. Combining powerful elements, including activities from the *Change Agent* and *Managing Change* courses, this workshop focuses on preparing individuals to change their own attitudes and behaviors in order to become an effective part of their organization's future.

Participants will engage in both large and small group discussions, illustrative activities and personal assessments. They will come to recognize the impact of their natural reactions to change; and, as appropriate, develop alternative responses, which may serve them more effectively.

LEARNING OBJECTIVES:

After attending this workshop, participants will acquire the following skills:

1. Apply basic change theory.
2. Recognize the impact of change.
3. Identify personal responses to change.
4. Devise alternative personal strategies for responding to change.

TARGET AUDIENCE: Employees working in a changing environment

CLASS SIZE: 24 participants

LENGTH: 4 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01219

COURSE TITLE: Mediating Conflict (MDC)

DESCRIPTION:

Conflict occurs in all aspects of our lives. In many cases, parties involved in the conflict are unable to find shared solutions, and require the support of an outside objective party. The ability to facilitate a mutual agreement between parties in conflict is called "mediation." Mediation can be an effective option for peacemaking or problem solving in dealing with interpersonal conflicts in the work environment.

Those who can successfully use mediation techniques in the workplace demonstrate unique interpersonal and communication skills. This workshop is designed to clarify those skills and support participants in becoming more effective in their use. While "Mediating Conflict" is an introductory session, it moves beyond interest-based negotiation and the conflict management techniques presented in other CMEL courses such as *LDP-1* and *LMR*.

The workshop begins by identifying appropriate applications for mediation techniques and exploring the skills and behaviors of successful mediators. Through discussion and skill practice situations, participants move through the phases of a mediation process model and practice the associated communication and interpersonal skills.

LEARNING OBJECTIVES:

After attending this workshop, participants will acquire the following skills:

1. Differentiate mediation from other conflict resolution methods.
2. Identify communication skills of effective mediators.
3. Identify appropriate opportunities for application of mediation techniques.
4. Recognize effective mediation of low-level interpersonal workplace conflict.

TARGET AUDIENCE: Employees who have responsibility for resolving conflict

CLASS SIZE: 40 participants

LENGTH: 4 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01281

COURSE TITLE: Problem Solving (PS)

DESCRIPTION:

This course is designed for leaders or employees who are in positions or roles with problem-solving responsibilities. We all have our own unique styles of responding to a problem situation when confronted. This course examines a four-step problem-solving model including problem definition, situation analysis, options generation and analysis, and problem solution. It utilized interactive lecture/discussion, application exercises, and small group work. It also reviews various methods and tools, which support successful completion of each of the four steps in the model.

LEARNING OBJECTIVES:

After attending this workshop, participants will acquire the following skills:

1. Demonstrate the procedures to resolve identified work issues.
2. Write a problem statement that meets provided criteria.
3. Demonstrate the techniques for analyzing issue(s) to identify causes.
4. Demonstrate the process to identify possible solutions.
5. Demonstrate the procedures to selecting a solution.
6. Develop an action plan for the selected solution.

TARGET AUDIENCE: Individuals and intact teams responsible for addressing organizational or operational issues within their groups

CLASS SIZE: 12 participants

LENGTH: 6 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01228

COURSE TITLE: Strategic Planning:
Navigating Toward the Future (NTF)

DESCRIPTION:

Congress has recently acknowledged the importance of strategic planning throughout the public sector. Two very visible changes have demonstrated that awareness: a five-year budget approval and five-year terms for some organizations top leadership. These changes signal an improved opportunity for the organization to not only create, but execute, strategic plans.

Participants will explore the six elements of the strategic planning process. By utilizing sample plans, checklists, and process models, participants will develop a challenging and yet realistic organizational action plan for their area of responsibility.

Brief lecturettes and large group discussion will be used to set context, overview strategic planning, and provide necessary information. Each participant will spend the majority of the workshop developing a draft vision statement and strategies to achieve the vision. Working in small groups, they will receive coaching and feedback from instructors and other participants.

LEARNING OBJECTIVES:

After attending this workshop, participants will acquire the following skills:

1. Identify the elements of a strategic planning process.
2. Develop vision statements which focus group energy and inspire quality performance.

TARGET AUDIENCE: Employees responsible for planning

CLASS SIZE: 18 participants

LENGTH: 5 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01194

COURSE TITLE: Taking Responsibility for Your Own Stress (STRESS)

DESCRIPTION:

Rapid change, fewer people, increased responsibilities, limited resources, and confusion about what each of us has control over all seem to be adding to a sense of helplessness, frustration, and lack of choice. This workshop provides strategies for effectively dealing with stress. Participants will focus on making the distinction between those things over which they do and do not have control or influence.

Participants will critically examine their leadership behaviors, especially as they relate to coping during times of ambiguity. They will consider the power of choosing proactive responses, rather than just reacting to situations, and will discuss the application of principle-centered choice to the workplace.

Making these personal choices to be more effective can be difficult. Participants will be provided Stress Management information with suggested stress reduction techniques. During the session, participants will engage in facilitated dialogue, simulations, and interactive lectures to discover the value of personal choice in a professional environment and the strength to take such action.

LEARNING OBJECTIVES:

After attending this workshop, participants will acquire the following skills:

1. Differentiate among reaction and principle-centered choice.
2. Identify strategies for solving problems through principle-centered choices.
3. Reduce associated job stress.

TARGET AUDIENCE: Employees who have a need for increased self-management and reduction of job related stress

CLASS SIZE: 20 participants

LENGTH: 4 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01283

COURSE TITLE: Using an Interest-Based Approach to Building Agreement (IBA)

DESCRIPTION:

The continued need for long-term, sustainable agreements makes this workshop a necessity for people at all levels of the organization. To build those agreements, it is important for people to be able to use effective communication skills and uncover the underlying issues and interests at hand and put aside the more traditional position-based approach.

This workshop is designed to provide the basic tools and skill-building opportunities needed to utilize the six-step interest-based negotiation model from the Harvard Negotiation Team. It involves focused discussions, the use of video clips, two Harvard case studies and one generic scenario. While this session provides the same model and process and some of the same application activities as CMEL's *Building Effective Agreements (BEA)*, it does not involve the negotiation of participants' own issues.

LEARNING OBJECTIVES:

After attending this workshop, participants will acquire the following skills:

1. Use an interest-based approach for building agreements.
2. Complete a Negotiation Planner.
3. Demonstrate effective communication skills during negotiation.

TARGET AUDIENCE: Employees with a need for enhanced conflict resolution skills

CLASS SIZE: 18 participants

LENGTH: 8 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

Center for Management and Executive Leadership

COURSE NUMBER: 01282

COURSE TITLE: Working Styles and Team
Effectiveness (WSTE)

DESCRIPTION:

This workshop is built around the **True Colors®** Communication System that, for over 20 years, has assisted people in finding more success in their endeavors. It reinforces some of the most important skills necessary to succeed at work. These include personal respect, dignity, a sense of worthiness and capability, positive communication, the ability to motivate others, successful teamwork, and the prevention and resolution of conflict.

The methodologies used in this workshop include self-assessment, small and large group activities, discussion, and lecture. The session is designed for four hours. This workshop is appropriate for employees at all levels of the organization.

LEARNING OBJECTIVES:

After attending this workshop, participants will acquire the following skills:

1. Describe the historical relationship of **True Colors** with other theories of personality characteristics and types.
2. Identify their own unique blend of strengths, qualities, and preferences.
3. Create strategies for understanding and appreciating their colleagues to add value to the workplace.
4. Identify strategies to be more effective in the workplace.

TARGET AUDIENCE: Employees at every level of the organization

CLASS SIZE: 50 participants

LENGTH: 4 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership

True Colors® is a registered trademark of True Colors, Inc. and is based on the research of Don Lowry.

Center for Management and Executive Leadership

COURSE NUMBER: 01256

COURSE TITLE: *Workplace Violence: What Everyone Should Know (WPV)*

DESCRIPTION:

According to some experts, workplace violence has become an epidemic. Each year nearly 1 million individuals become victims of violent crime while working or on duty. The Bureau of Labor Statistics reports that homicides were the second leading cause of all death in the workplace. In addition over 2 million personal thefts and over 200,000 car thefts occur annually while people are at work. The financial loss has been estimated at \$36 billion annually. The psychological and emotional toll, the work interruptions, repairs and clean-up to buildings and equipment, medical and legal costs, damage to employee confidence, low morale, lower productivity, employee turnover, harm to community and national image, all result in incalculable losses.

It is important for all employees to develop an awareness of this issue in order to recognize and manage events before they become the extreme examples we read in the newspaper headlines.

This session is designed to give participants a realistic perspective of workplace violence and some useful guidelines for recognizing the warning signs of violent behavior, and some resources for prevention and intervention. Methodologies include large and small group discussion, videos, case study examples, and written exercises.

LEARNING OBJECTIVES:

After attending this workshop, participants will acquire the following skills:

1. Recognize patterns of behavior that may indicate violent potential.
2. Describe techniques and strategies to minimize the frequency and seriousness of workplace violence.
3. Develop a list of resources for continued education and support.

TARGET AUDIENCE: Employees working in a changing environment

CLASS SIZE: 24 participants

LENGTH: 4 hours

LOCATION: Customer site or FAA Center for Management and Executive Leadership